

Hanlon, Kathy [LEGIS]

From: Madison, Robin [LEGIS]
Sent: Wednesday, December 04, 2013 2:51 PM
To: Boettger, Nancy [LEGIS]; Hart, Rita [LEGIS]; Forristall, Greg [LEGIS]; Beall, Daryl [LEGIS]; Dvorsky, Robert [LEGIS]; Sinclair, Amy [LEGIS]; Byrnes, Josh [LEGIS]; Jorgensen, Ron [LEGIS]; Ruff, Patti [LEGIS]; Wessel-Kroeschell, Beth [LEGIS]
Cc: Hanlon, Kathy [LEGIS]; Ewing, Jack [LEGIS]; Godes, Bridget [LEGIS]; Hendrick, Gannon [LEGIS]; Chapman, Jason [LEGIS]; Epley, David [LEGIS]
Subject: Administrators per 100 Students at Regents Universities
Attachments: IPEDS Fall 1993 and 2007 Admins per 100 Students.pdf

Members of the Administrative Costs in Higher Education Study Committee,

At the November 5 meeting of the Study Committee, Senator Boettger referred to a Goldwater Institute Policy Report included in the Committee's background packet and available here: <http://goldwaterinstitute.org/sites/default/files/Administrative%20Bloat.pdf>. That report states that the number of full-time administrators per 100 students at leading universities in the U.S. grew by 39.0% between 1993 and 2007.

Senator Boettger asked that I calculate the same statistics for Iowa's public universities. I apologize for the delay in completing this task. I have done my best to duplicate the Goldwater analysis for the three Regents universities in the attached document. I've also included the statistics for 2011, the latest available in IPEDS.

There are several things to note when reading the Goldwater Institute report:

- "Leading universities" includes "four-year colleges that also grant doctorates and engage in a high or very high level of research." As a result it's unlikely that the University of Northern Iowa was included in the calculations.
- The Goldwater report states that the number of administrators consists of data from two IPEDS categories: "Administration/Executive" and "Other Professional." I have included the IPEDS definitions for those categories at the bottom of this message, and you can see that "Other Professional" is quite extensive. The vast majority of administrators fall into this category.
- The report does not specify what IPEDS data categories were used for enrollment. While I would normally prefer to use Full-Time Equivalent Enrollment, I found that IPEDS did not collect that statistic in 1993. For that reason, I chose to use Unduplicated Headcount, which was available for all three years.
- Again, the Goldwater report does not specify what *level* of students they included in enrollment, so I assume they included all students – undergraduate, graduate, and professional – and did the same for my calculations.
- There is no indication that the 39.0% figure is an average. Rather, it appears to be a total combined figure based on the sum of the all the administrators and all the students at the included universities. I have included both an average and a statewide total calculation on the attached.

Compared to the national growth rate of 39.0% between 1993 and 2007 cited in the Goldwater report, the statewide growth rate of the three Iowa public universities combined was 25.0%. By 2011, it had grown another 2.8%.

Looking at the numbers for the individual universities shows that Iowa State University actually decreased the number of administrators per 100 students (-8.7%) between 1993 and 2007 and continued to do so through 2011.

The growth rate at the University of Iowa was significantly higher than the figure cited in the Goldwater report at 53.7% growth between 1993 and 2007 and continued to grow through 2011. The University of Northern Iowa also increased, but at a rate slightly below the Goldwater report's 39.0%.

Please let me know if you have any questions. I hope you are all able to enjoy the holidays!

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IPEDS definitions:

Executive, administrative, and managerial - A primary function or occupational activity category used to classify persons whose assignments require management of the institution, or a customarily recognized department or subdivision thereof. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision. Assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment. Included in this category are employees holding titles such as: top executives; chief executives; general and operations managers; advertising, marketing, promotions, public relations, and sales managers; operations specialties managers; administrative services managers; computer and information systems managers; financial managers; human resources managers; purchasing managers; postsecondary education administrators such as: presidents, vice presidents (including assistants and associates), deans (including assistants and associates) if their principal activity is administrative and not primarily instruction, research or public service, directors (including assistants and associates), department heads (including assistants and associates) if their principal activity is administrative and not primarily instruction, research or public service, assistant and associate managers (including first-line managers of service, production and sales workers who spend more than 80 percent of their time performing supervisory activities); engineering managers; food service managers; lodging managers; and medical and health services managers.

Other professional (support/service) - A primary function or occupational activity category used to classify persons employed for the primary purpose of performing academic support, student service, and institutional support, whose assignments would require either a baccalaureate degree or higher or experience of such kind and amount as to provide a comparable background. Included in this category are all employees holding titles such as business operations specialists; buyers and purchasing agents; human resources, training, and labor relations specialists; management analysts; meeting and convention planners; miscellaneous business operations specialists; financial specialists; accountants and auditors; budget analysts; financial analysts and advisors; financial examiners; loan counselors and officers; computer specialists; computer and information scientists, research; computer programmers; computer software engineers; computer support specialists; computer systems analysts; database administrators; network and computer systems administrators; network systems and data communication analysts; counselors, social workers, and other community and social service specialists; counselors; social workers; health educators; clergy; directors, religious activities and education; lawyers; librarians, curators, and archivists; museum technicians and conservators; librarians; artists and related workers; designers; athletes, coaches, umpires; dancers and choreographers; music directors and composers; chiropractors; dentists; dietitians and nutritionists; optometrists; pharmacists; physicians and surgeons; podiatrists; registered nurses; therapists; and veterinarians.

Regents Institutions - Change in Administrators Per 100 Students

| | Fall 1993 | Fall 2007 | | Fall 2011 | | |
|-----------------------------|----------------|----------------|-----------------------|----------------|-----------------------|-----------------------|
| | Administrators | Administrators | <i>Percent Change</i> | Administrators | <i>Percent Change</i> | <i>Percent Change</i> |
| | per 100 | per 100 | <i>from 1993 to</i> | per 100 | <i>from 1993 to</i> | <i>from 2007 to</i> |
| | Students | Students | <i>2007</i> | Students | <i>2011</i> | <i>2011</i> |
| Iowa State University | 7.2 | 6.6 | -8.7% | 6.2 | -13.9% | -5.6% |
| University of Iowa | 6.9 | 10.5 | 53.7% | 11.6 | 69.2% | 10.1% |
| University of Northern Iowa | 2.9 | 4.0 | 36.7% | 4.1 | 40.0% | 2.4% |
| Statewide Average | 5.7 | 7.0 | 24.3% | 7.3 | 29.0% | 3.7% |
| Statewide Totals | 6.2 | 7.8 | 25.0% | 8.0 | 28.5% | 2.8% |

Sources:

U.S. Department of Education, National Center for Education Statistics' (NCES) Integrated Postsecondary Education Statistics (IPEDS)
LSA calculations and analysis

Notes:

The number of administrators is based on IPEDS staff categories "Administration/Executive" and "Other Professional" for full-time employees.

The number of students is based on IPEDS enrollment category "Unduplicated Headcount" and includes undergraduate, graduate, and professional students.